

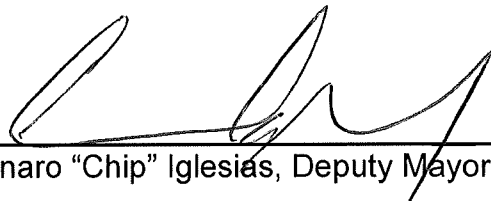


Miami-Dade Corrections & Rehabilitation Department Business Plan

Fiscal Years: 2013 and 2014
(10/1/2012 through 9/30/2014)

Approved by:


Timothy P. Ryan, Department Director


Genaro "Chip" Iglesias, Deputy Mayor

Plan Date: February 2013

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DEPARTMENT OVERVIEW

Department Mission

The mission of the Miami-Dade Corrections and Rehabilitation Department (MDCR) is to serve our community by providing safe, secure and humane detention of individuals in our custody while preparing them for a successful return to the community.

Table of Organization

<u>MDCR OFFICE OF THE DIRECTOR</u>		
<ul style="list-style-type: none"> Formulates all departmental policies and provides overall direction and coordination of department activities relating to the booking, release, classification and incarceration of individuals arrested in Miami-Dade County. Oversees Internal Affairs, Security Operations, Medical Services and the Legal Unit. 		
	<u>FY 11-12</u> 79	<u>FY 12-13</u> 76
<u>CUSTODY SERVICES</u>		
<ul style="list-style-type: none"> Provides for the care, custody and control of inmates incarcerated within five detention facilities. Responsible for all inmate intake, classification and release functions . 		
	<u>FY 11-12</u> 2,146	<u>FY 12-13</u> 2,108
<u>MANAGEMENT SERVICES AND TRAINING</u>		
<ul style="list-style-type: none"> Supports all administrative requirements of the department, to include budget and finance, personnel management, training, basic training academy, policy and planning, procurement, and legislative coordination. 		
	<u>FY 11-12</u> 146	<u>FY 12-13</u> 143
<u>SUPPORT SERVICES</u>		
<ul style="list-style-type: none"> Provides custody support services, including court services, inmate transportation and hospital services, food services, facilities management, inmate services, information systems, pretrial release, materials management, monitored release (house arrest), construction management (capital projects), accreditation and inspections, and community affairs. 		
	<u>FY 11-12</u> 624	<u>FY 12-13</u> 656

Strategic Alignment Summary

Several measures are in place that gauge MDCR's alignment with key goals and objectives of the Strategic Plan, to include the following:

- PS1-3: Support successful re-entry into the community;
- PS1-4: Provide safe and secure detention;
- GG1-1: Provide easy access to information and services;
- GG1-2: Develop a customer-oriented organization;
- GG2-2: Develop and retain excellent employees and leaders;
- GG2-3: Ensure an inclusive workforce that reflects diversity;
- GG4-2: Effectively allocate and utilize resources to meet current and future operating needs;

Our Customer

MDCR has more than one customer segment relevant to daily operations. In turn, MDCR classifies customers into internal, external and partnering agencies/stakeholders.

- Internal customers include the inmate population to whom we provide humane detention services;
- External customers include private vendors and suppliers of goods and services, professionals and family members, Miami-Dade County (MDC) citizens, MDC staff, and other organizations such as the Police Officer's Assistance Trust (POAT) and various unions such as the Dade County Police Benevolent Association, American Federation of State, County, and Municipal Employees, and Government Supervisors of Florida;
- Partnering customers include the Judiciary, the Administrative Office of the Courts, State Attorney's Office, Public Defender's Office, Florida Department of Corrections, the Miami-Dade County Association of Chief of Police and all recognized law enforcement agencies which work to provide public safety services. Other partners include the Lindsey Hopkins Technical Education Center/Miami-Dade County Public Schools, the Public Health Trust (PHT)/ Corrections Health Services (CHS) and Department of Community Action and Human Services, who all provide services to the inmate population.

KEY ISSUES

- MDCR is in the process of entering into a Settlement Agreement with the U.S. Department of Justice (DOJ) regarding an investigation relevant to the Civil Rights of Institutionalized



Persons Act (CRIPA). MDCR believes it will take some years to be fully compliant with the agreement when approved;

- There are expectations that the financial challenges faced by State government will result in the transfer of State activities to counties. One such change would involve a modification to prison sentence thresholds. A proposal was submitted recently to modify the guidelines stipulated in Florida Statute 944.17(3)(a). The proposal stipulates that only inmates with 1 year or more left on their sentences (at the time of sentencing) are to be sent to prison. Currently, inmates sentenced to one year or more are required to go to State Prison and inmates sentenced to 364 days or less are required to serve time in the County Jail. It is anticipated that this modification would cause a substantive increase in inmate population levels. The corresponding operating costs are estimated to be approximately \$12 million;
- MDCR, in conjunction with the Public Health Trust/Corrections Health Services (CHS), is working to achieve accreditation for the inmate health services program from the National Commission on Correctional Health Care by the summer of 2014. In addition, MDCR and CHS will continue to implement operational efficiencies to include on-site medical services such as providing dialysis to inmates in our infirmaries.

PRIORITY INITIATIVES

MDCR is focusing on effectively utilizing resources over the next two years to address several departmental priorities. This includes the following:

- Working to address programs, services and housing that provides for the needs of inmates with mental health issues. This includes improving mental health identification and intervention processes, expanding custodial housing, implementing additional counseling services, and expanding post incarceration coordination services with our partners in the community;
- Continuing capital improvements in alignment with County Strategic Plan goal GG4-2. This includes renovating of the Pre-Trial Detention Center (PTDC) to include upgrade of the existing kitchen, renovating of the Mental Health Diversion Facility, and continuing other funded capital projects throughout the Department;
- Enacting shared public safety initiatives with our law enforcement partners to include:
 - Implementing the Automated Arrest Affidavit through the Miami-Dade County Association of Chiefs of Police, and finalizing Expedited Booking efforts;
 - Relocating departmental booking from the PTDC to the Turner Guilford Knight Correctional Center (TGK) to reduce the waiting time of law enforcement staff;
 - Implementing a new video court system to modernize the platform being used between MDCR and the Clerk of the Courts;

Departmental Business Plan and Outlook

Department Name: Corrections and Rehabilitation

FY2012-13 & FY2013-14

- Working to implement several departmental initiatives that will provide efficiencies to MDCR or Miami-Dade County to include:
 - Implementing a Jail Management System that provides a wide array of inmate information that will improve operational effectiveness and expedite availability of information to our law enforcement partners;
 - Modifying the operations of the Hospital Services Unit (Ward-D) to use staff more efficiently;
 - Initiating a Request for Proposal to explore cost efficiencies by using vendor services for intrastate transportation of inmates outside of Miami-Dade County;
 - Establishing a more efficient property management system upon relocating departmental booking to TKG. The new process will allow MDCR to require disbursement of stored inmate property as part of the release process;
- Continuing training, infrastructure upgrades, data collection, reporting, and policy modifications to address compliance with the Prison Rape Elimination Act of 2003.
- Strengthening programs and services for the inmate population in alignment with the Blue Ribbon Advisory Committee Report, to include inmate re-entry, adult and juvenile recidivism reduction, programs for juveniles that focus on education and reduction of risk factors such as Transition from Jails to Community and Thinking for a Change, and working with our law enforcement partners to deter crime;
- Hiring a well trained workforce to fill critical vacancies in the Department. MDCR will continue hiring cost efficient civilian staff such as Corrections Technicians into non-security posts so that sworn staff can be assigned to posts effectuating improved overtime cost containment;
- Implementing an automated Staff Scheduling System (SSS) that will promote accountability through performance management and reporting. SSS includes tools for training, personnel records management, position control and many automated administrative functions that will allow efficient reporting, monitoring and measurement of resource utilization.
- Complying with the DOJ Settlement Agreement which includes modification and/or implementation of various systems/processes such as:
 - Staff Training – A revised training plan will allow MDCR to meet the mandates of the DOJ settlement while continuing to meet the requirements of the Florida Department of Law Enforcement relative to Mandatory In-service Training (MIST). The new Training Plan will involve a four year cycle, providing 2-years of DOJ related training and 2-years of FDLE related training;
 - Early Warning System (“EWS”) – The EWS is expected to record and track incidents, grievances, complaints, etc. by type, location and employee to depict

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where trends are occurring. MDCR senior management and supervisors will use information from EWS trend reports to improve quality management practices, identify patterns and trends, and take necessary corrective action both on an individual and systemic level;

- Staffing Analysis - MDCR is seeking external assistance in conducting a staffing analysis that will evaluate each staffing matrix for its correctional facilities to determine a) if the level of staff meets the demands of the daily workload, and b) if existing staffing provides enough of a security presence to limit risk and ensure safety and security within the facilities.
- MDCR continues to pursue accreditation through various professional correctional organizations. The accreditation process allows for continual self-assessment, benchmarking against current practices, and formalized review of MDCR's operations by outside correctional agencies. Our various accreditation efforts include:
 - Continuing with our plan to achieve American Correctional Association full accreditation for the Metro West Detention Center and TGK, and Core Jail Standards (a subset of the broader American Correctional Association Adult Local Detention Facilities standards) accreditation for the Pre-Trial Detention Center and Training and Treatment Center. The goal is to accredit these facilities by FY 2013-14;
 - Accrediting the MDCR Training Program in order to develop a systematic framework that provides ongoing and improved staff development and organizational effectiveness/efficiency while adhering to applicable laws, regulations and standards.
 - MDCR achieved annual compliance with the Florida Model Jail Standards (FMJS) for all of its facilities. MDCR will continue to monitor compliance with FMJS requirements in order to continue progressing toward accreditation.

FUTURE OUTLOOK

In the next 3 to 5 years, MDCR must continue to address inmate care, custody and control issues. Specifically, implementing necessary strategies to bring MDCR into compliance with the approved CRIPA Settlement Agreement; implementing re-entry programs to assist inmates to successfully transition to the community; aligning our inmate medical services, in partnership with CHS, with professional industry/community standards of care that provide proper treatment for individuals with medical/mental health issues; continuing to implement recommendations in the MDCR Master Plan of 2008 that addresses critical needs and centralized support facilities, and implementing a succession plan to provide for seamless transition of the 78% of the Department's leadership who are eligible to leave during this time frame.

Business Plan Report - Corrections and Rehabilitation

Scorecard

Description

Owners

Corrections and Rehabilitation

The mission of the Corrections and Rehabilitation Department is to serve our community by providing safe, secure and humane detention of individuals in our custody while preparing them for a successful return to the community. The Miami-Dade County Corrections and Rehabilitation Department (MDCR) is the eighth largest jail system in the County. On average, the Department has nearly 5,200 persons incarcerated in its 6 detention facilities. These persons are awaiting trial, serving sentences of 364 days or less, or being held for such agencies as the Florida Department of Corrections, Bureau of Immigration and Customs Enforcement, etc. MDCR is also responsible for another 1,200 persons on Pre-Trial Release and approximately 500 persons on some form of supervised community control.

BPO=Business Plan Objective

1.0 Customer

Objective

Description

Owners

1.1 Provide Safe, Secure, and Humane Detention

County Strategic Plan Goal: Provide safe and secure detention (PS1-4)

Guevara, Maydell

Grandparent Objectives

Description

Owners

PS1 Reduced Crime

Parent Objectives

Description

Owners

PS1-4 Provide Safe and Secure Detention

Measures Linked to Objective

Description

Owners

Number of Major Incidents Per Month



Period

Actual

11

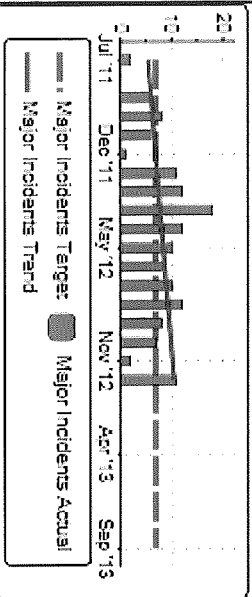
Target

7

Variance

-4 Guevara, Maydell; Mera, Daniel R.

The Total Number of Major Incidents



Child Measures

Period

Actual

Target

Variance

Owners

Total Number of Escapes Per Month



Dec '12

0

0

0

Mera, Daniel R.; Junior, Daniel

Total Number of Suicides Per Month



Dec '12

0

0

0

Mera, Daniel R.; Junior, Daniel

Total Number of Inmate Deaths Per Month



Dec '12

2

1

-2

Mera, Daniel R.; Junior, Daniel

Number of Security Searches Per Month



Dec '12

7,272

7,018

254

Edwards, Linda

Child Measures

Period

Actual

Target

Variance

Owners

Number Shackdown Searches Per Month



Dec '12

1,827

2,200

-273

Mera, Daniel R.; Junior, Daniel

Number of Canine Sniffs Per Month



Jan '12

4,841

4,818

22

Cambridge, Edwin (MDCR)

Objective

Description

Owners

1.2 Provide Successful Return to the Community

County Strategic Plan Goal: Support successful re-entry into the community (PS1-3)

N/A

Business Plan Report - Corrections and Rehabilitation

Grandparent Objectives

Description

Owners

PS1 Reduced Crime

Miami-Dade County

Parent Objectives

Description

Owners

PS1-3 Support Successful Re-Entry into the Community

Miami-Dade County

Measures Linked to Objective

Percentage of Boot Camp participants who have not reoffended



Period

Actual

Target

Variance

Owners

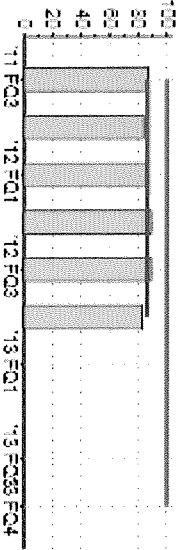
'12 EQ4

83%

100%

-17% Coffey, Donald (MIDCR)

Percentage of Boot Camp participants who



Target Actual Trend

Number of inmates in Vocational/Technical Programs



Jan '12

50

72

-22 Coffey, Donald (MIDCR)

Number of inmates in Education Programs



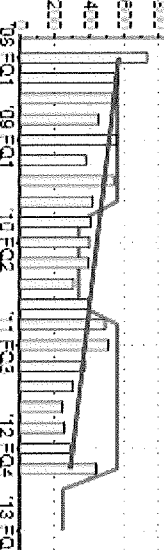
'13 EQ1

441

562

-122 Coffey, Donald (MIDCR)

Inmates in Academic Education Programs



Target Actual Trend

Child Measures

(a) Number of inmates enrolled in Adult Basic Education (ABE) classes



'13 EQ1

427

192

235 Coffey, Donald (MIDCR)

Owners

(b) Number of inmates enrolled in GED



'13 EQ1

14

22

-8 Coffey, Donald (MIDCR)

Objective

Description

Owners

1.3 Continue Community Awareness of and Satisfaction with MIDCR Services

County Strategic Plan Goal: Develop a customer-oriented organization (GG1-2) Foster a positive image of County government (GG1-3) Improve relations between communities and governments (GG1-4)

n/a

Grandparent Objectives

Description

Owners

Business Plan Report - Corrections and Rehabilitation

GG1-Friendly government

Miami-Dade County

Parent Objectives

GG1-2 Develop a customer-oriented organization

Miami-Dade County

GG1-3 Foster a positive image of County government

Miami-Dade County

Description

Owners

Measures Linked to Objective

Number of Community Outreach Activities (MDCR)



13 FQ1

Period

Actual

93

Target

89

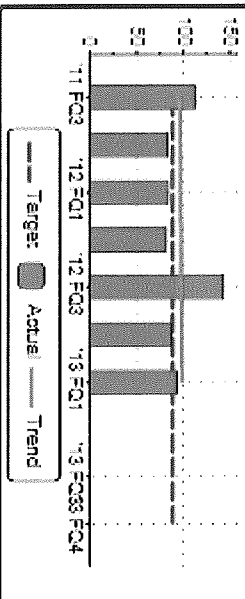
Variance

4

Owners

Hall, Janelle

Community Outreach Activities



Telephone Courtesy Rating



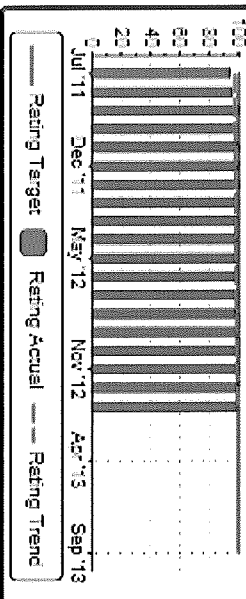
Jan '12

96%

100%

-1% Johnson, John (MDCR)

Telephone Courtesy Rating



2.0 Financial

Objective

2.1 Achieve and Maintain Financial and Fiscal Soundness

Description

County Strategic Plan Goal: Effectively allocate and utilize resources to meet current and future operating needs (GG4-2)

Owners

Berry, Jacquelin (MDCR)
Scruggs, Walter (MDCR)

Grandparent Objectives

GG4-2 Effectively allocate resources to meet current and future operating and capital needs

Description

Miami-Dade County

Owners

Parent Objectives

Meet Budget Targets (All Miami-Dade County)

Description

This is the parent objectives to all departmental "Meet Budget Targets" objective. This is the child objective to the County's Strategic Plan Objective, "GG4-2: Effectively allocate and utilize resources to meet current and future operating and capital

Owners

Moore, Jennifer (CME)

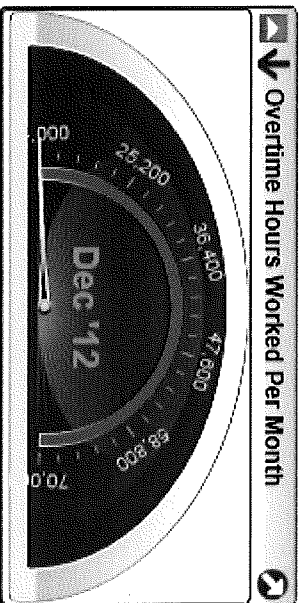
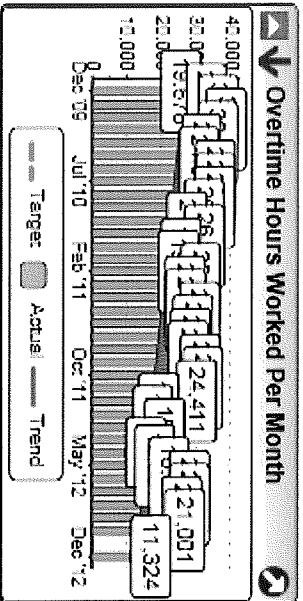
Business Plan Report - Corrections and Rehabilitation

Measures

Measures Linked to Objective

Positions: Full-Time Filled (MDCR) 12 FQ4
Overtime Hours Worked Per Month Dec '12

Period	Actual	Target	Variance	Owners
12 FQ4	2,700	n/a	n/a	Cohen-Jennings, Valerie; Fratz, John
Dec '12	11,324	12,702	1,378	Schun, Walter (MDCR)

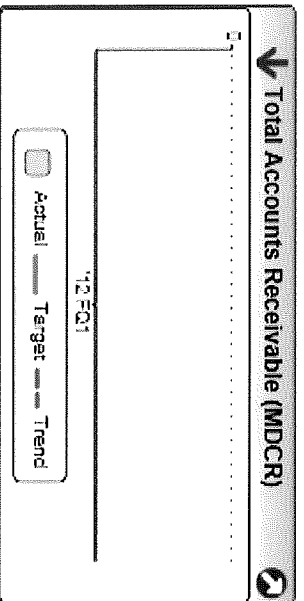


Child Measures

Child Measures	Period	Actual	Target	Variance	Owners
Leave Overtime Hours Per Month	Dec '12	5,038	n/a	n/a	Schun, Walter (MDCR)
Staff Shortage Overtime Hours Per Month	Dec '12	2,734	n/a	n/a	Schun, Walter (MDCR)
Inmate Overcrowding Overtime Per Month	Dec '12	0	n/a	n/a	Schun, Walter (MDCR)
Operational Overtime Per Month	Dec '12	1,398	n/a	n/a	Schun, Walter (MDCR)
Capital Projects Overtime Hours Per Month	Dec '12	107	n/a	n/a	Schun, Walter (MDCR)
Hospital Overtime Hours Per Month	Dec '12	712	n/a	n/a	Schun, Walter (MDCR)
Maintenance Overtime Hours Per Month	Dec '12	1,318	n/a	n/a	Schun, Walter (MDCR)
Other Overtime Hours Per Month	Dec '12	17	n/a	n/a	Schun, Walter (MDCR)

Total Accounts Receivable (MDCR) n/a n/a n/a n/a Ryan, Timothy P.; Schun, Walter (MDCR)

Total Accounts Receivable (MDCR)



Child Measures

Child Measures	Period	Actual	Target	Variance	Owners
Accounts Receivable: 0-50 days (MDCR)	n/a	n/a	n/a	n/a	Ryan, Timothy P.
Accounts Receivable: 31-60 days (MDCR)	n/a	n/a	n/a	n/a	Ryan, Timothy P.
Accounts Receivable: 61-90 days (MDCR)	n/a	n/a	n/a	n/a	Ryan, Timothy P.
Accounts Receivable: 91-120 days (MDCR)	n/a	n/a	n/a	n/a	Ryan, Timothy P.

Business Plan Report - Corrections and Rehabilitation

Accounts Receivable: 121+ days (MDCR)

n/a

n/a

n/a

n/a Ryan, Timothy P.

Expend: Total (Corrections)



'12 FQ4

\$64,810K

\$70,137K

\$5,327K

Harris, Maxine C. (MDCR);
Schun, Walter (MDCR)

Child Measures

Expend: Personal (MDCR)



'12 FQ4

\$67,057

\$68,866

\$1,812

Harris, Maxine C. (MDCR);
Schun, Walter (MDCR)

Expend: Other Operating (MDCR)



'12 FQ4

\$7,567

\$10,857

\$3,390

Harris, Maxine C. (MDCR);
Schun, Walter (MDCR)

Expenditure: Capital (MDCR)



'12 FQ4

\$196K

\$456K

\$270K

Harris, Maxine C. (MDCR);
Schun, Walter (MDCR)

Revenue: Total (Corrections)

'12 FQ4

\$1,513K

n/a

n/a

Harris, Maxine C. (MDCR);
Schun, Walter (MDCR)

Expend: Non-Operating (MDCR)

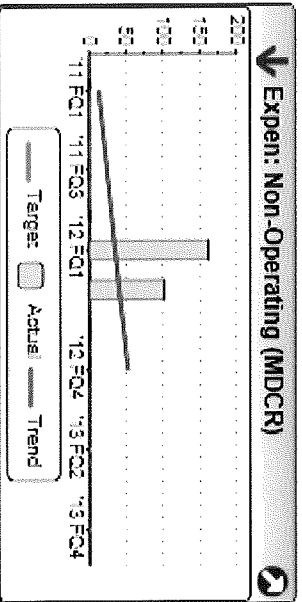
'12 FQ4

\$0K

n/a

n/a

Berry, Jacquelin (MDCR);
Schun, Walter (MDCR)



3.0 Internal

Objective

3.1 Ensure Effective Management of Current and Future Physical Plant and Technology Needs

Description

n/a

Grandparent Objectives

GG6 Goods, services and assets that support County operations

Description

Miami-Dade County

Parent Objectives

GG6-2 Provide well maintained, accessible facilities and assets

Description

Miami-Dade County

Measures Linked to Objective

Percentage of Life Safety Violations repaired within 48 hours of notification (SORTIE)

Period

'13 FQ1

Actual

100%
(37/37)

Target

n/a

Variance

n/a

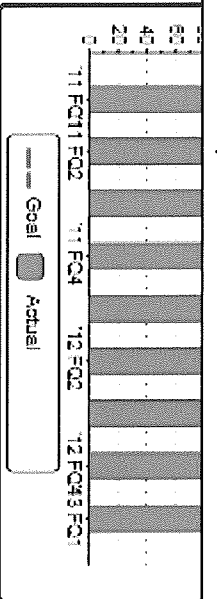
Owners

Asigarraga, Eduardo;
Waterman, Simon (MDCR)

Percentage of Life Safety Violations repaired



Business Plan Report - Corrections and Rehabilitation



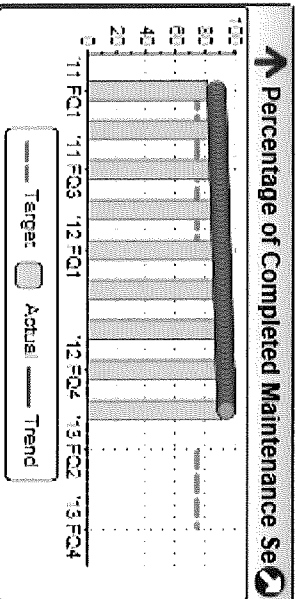
Percentage of Completed Maintenance Service Tickets per quarter

12 FQ1

92%
(11,621 / 12,665)

n/s

n/s Astigarraga, Eduardo;
Waterman, Simon (MDCR);
Moreno, Christopher (MDCR)



Child Measures

Total number of Service Tickets in system

Total number of Service Tickets completed

12 FQ4
13 FQ1

12,337
11,821

Period

Actual

Target

Variance

Owners

n/s Waterman, Simon; Astigarraga, Eduardo

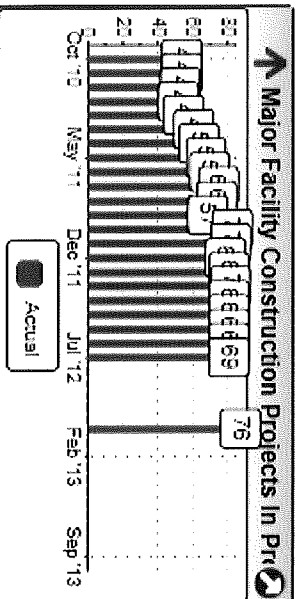
n/s Waterman, Simon; Astigarraga, Eduardo

Dec '12

78

n/s

n/s Waterman, Simon (MDCR);
Astigarraga, Eduardo



Objective

3.2 Achieve and Maintain Professional and Regulatory Standards

County Strategic Plan Goal: Develop and retain excellent employees and leaders (GG2-2)

Description

Ryan, Timothy P.

Owners

GG4 Effective management practices

Description

Miami-Dade County

Owners

Business Plan Report - Corrections and Rehabilitation

MEASURES COMING TO VOYSCOURT

Monthly Facilities Spot Inspections



Dec '12

1 Error

Actual

96%

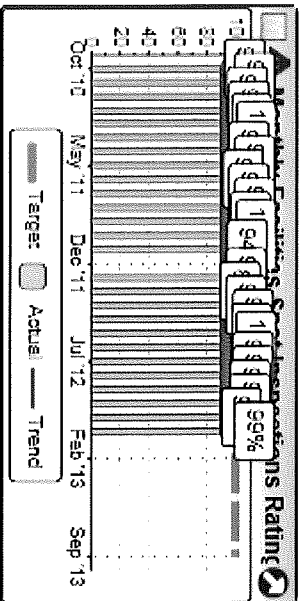
Target

100%

Variance

-1% Johnson, John (WDCR)

Owners



Monthly Facilities Comprehensive (Safety) Inspections (Accredited)

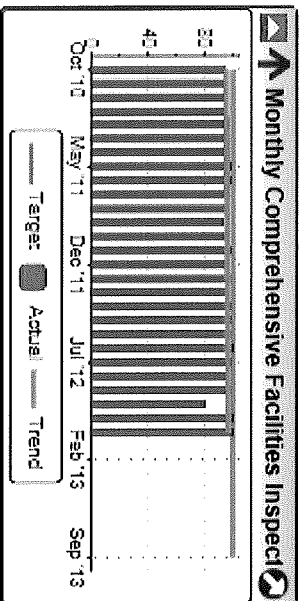


Dec '12

100%

100%

0% Johnson, John (WDCR)



Monthly Facilities Fire Inspections Rating Average (Accredited and Non Accredited Facilities)

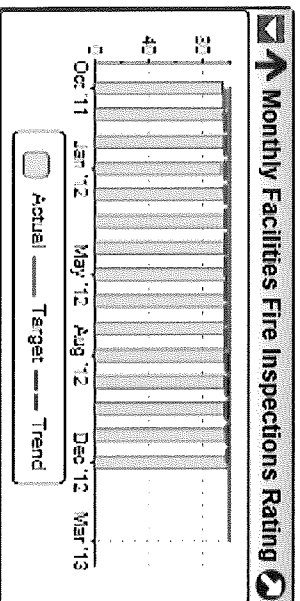


Dec '12

96%

100%

-1% Johnson, John (WDCR)



Child Measures

BootCamp

n/a

Period

Actual

Target

Variance

Owners

Metro West Detention

n/a

n/a Johnson, John (WDCR)

Training and Treatment Center

n/a

n/a Johnson, John (WDCR)

Prairie Detention Center

Feb '12

100

100

0 Johnson, John (WDCR)

Business Plan Report - Corrections and Rehabilitation

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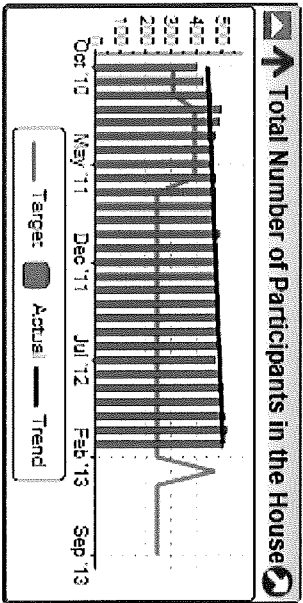
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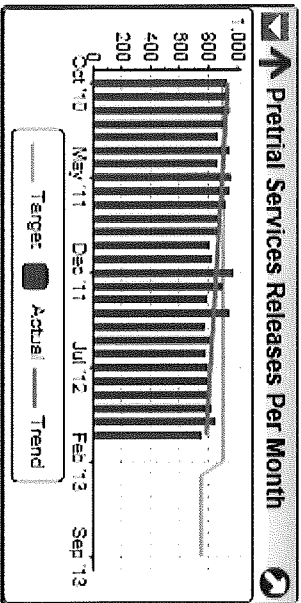
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Objective	Description	Owners
3.3 Manage Jail Population Effectively	County Strategic Plan Goal: Provide safe and secure detention (PS1-4)	Ryan, Timothy P.
Grandparent Objectives	Description	Owners
GG4 Effective management practices		Miami-Dade County
PS1 Reduced Crime		Miami-Dade County
Parent Objectives	Description	Owners
GG4-2 Effectively allocate resources to meet current and future operating and capital needs		Miami-Dade County
PS1-4 Provide Safe and Secure Detention		Miami-Dade County

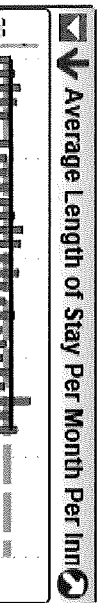
Measures Linked to Objective	Period	Actual	Target	Variance	Owners
Number of Participants in the House Arrest Program	Jan '12	508	246	261	Coffey, Donald (MDCR); Quiñones, Pablo



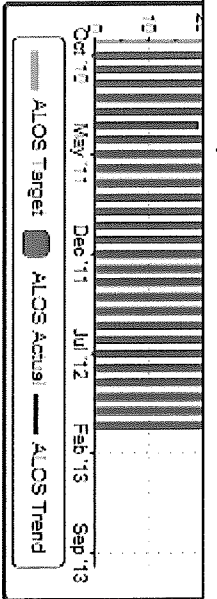
Number of Pretrial Services (PTS) Releases	Dec '12	746	800	-156	Cox, Victoria; Coffey, Donald (MDCR)
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Average Length of Stay Per Month Per Inmate (ALOS)	Dec '12	23.8	21.9	-1.7	Mars, Daniel R.
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Business Plan Report - Corrections and Rehabilitation



Child Measures

Average daily inmate population per month



Dec '12

Period

Actual

Target

Variance

Owners

4,950

5,200

250 Mrs. Daniel R.

Average daily inmate population per month

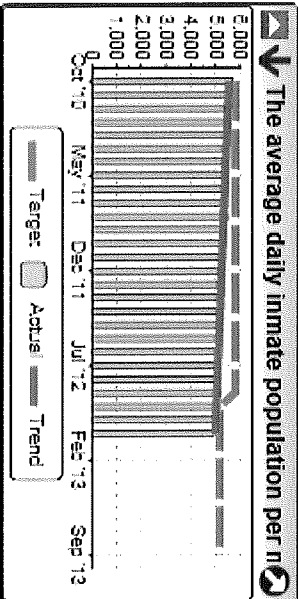


Dec '12

4,950

5,200

250 Mrs. Daniel R.



Child Measures

Inmate Releases

Dec '12

Period

Actual

Target

Variance

Owners

3,810

n/a

n/a Mrs. Daniel R.

Bookings per month

Dec '12

3,508

n/a

n/a Mrs. Daniel R.

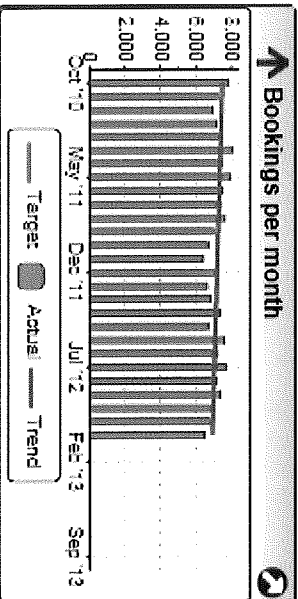
Bookings per month

Dec '12

3,508

n/a

n/a Mrs. Daniel R.



4.0 Learning and Growth

Objective

4.1 Recruit, Hire, and Retain Qualified and Diverse Employees

Description

County Strategic Plan Goal: Attract and hire new talent (GG2-1)
Develop and retain excellent employees and leaders (GG2-2)
Ensure an inclusive workforce that reflects diversity (GG2-3)

Owners

Berry, Jacquelin (MDOF)
Coran-Jennings, Valerie

Business Plan Report - Corrections and Rehabilitation

GG2 Excellent, engaged workforce

GG2-1 Attract and hire new talent

GG2-2 Ensure an inclusive workforce that reflects diversity

Parent Objectives

Description

Owners

Miami-Dade County

Miami-Dade County

Measures Linked to Objective

Certified Personnel hired to fill Correctional Officer vacancies

Jan '12

Period

Actual

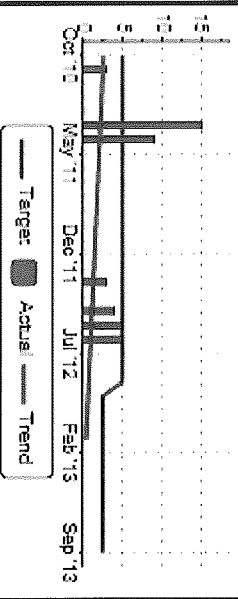
Target

Variance

Owners

-2 Wynn, Chamona; Cohen-Jennings, Valerie; Pratz, John

Certified Personnel hired to fill current an



Correctional Officer Trainees hired per month



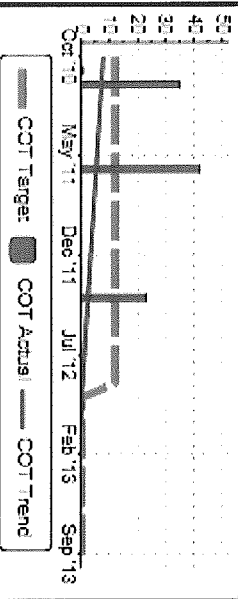
Dec '12

0

0

0 Wynn, Chamona; Cohen-Jennings, Valerie; Pratz, John

Correctional Officer Trainees hired per mc



Civilian Personnel hired per month



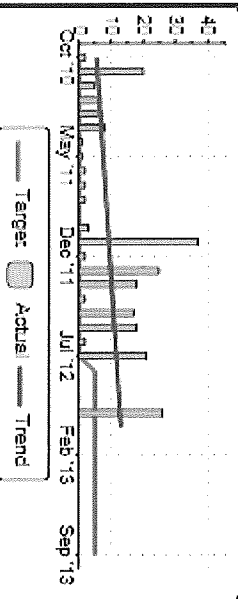
Dec '12

0

6

-6 Wynn, Chamona; Cohen-Jennings, Valerie; Pratz, John

Civilian Personnel hired per month



Business Plan Report - Corrections and Rehabilitation

Objective	Description	Owners
4.2 Ensure Employees Possess Required Workforce Skills	County Strategic Plan Goal: Develop and retain excellent employees and leaders (GG2-2)	Berry, Jacquelin (MDCR); Cohen-Jennings, Valerie
Measures Linked to Objective		
Number of Officers attending Mandatory In-service Training	<input checked="" type="checkbox"/> '13 FQ1	Period Actual Target Variance Owners 146 140 8 Cohen-Jennings, Valerie; Lawrence, Angela (MDCR)
<input checked="" type="checkbox"/> Mandatory Inservice Training (Quarterly)		
Number of employees completing accreditation training requirement:	<input checked="" type="checkbox"/> '13 FQ1	221 76 146 Cohen-Jennings, Valerie; Lawrence, Angela (MDCR)
<input checked="" type="checkbox"/> Employee Training for Accreditation		